



# ESG Leadership: Creating a More Sustainability Future

# ESG | Key Messages

1

## **Innovations for a lower Carbon Future**

Portfolio offers products that solve our customers' sustainability challenges and enable a lower carbon future

2

## **Delivering World Class Performance Responsibly**

Making progress against our 2025 Sustainability goals

3

## **Driving Environmental and Operational Excellence**

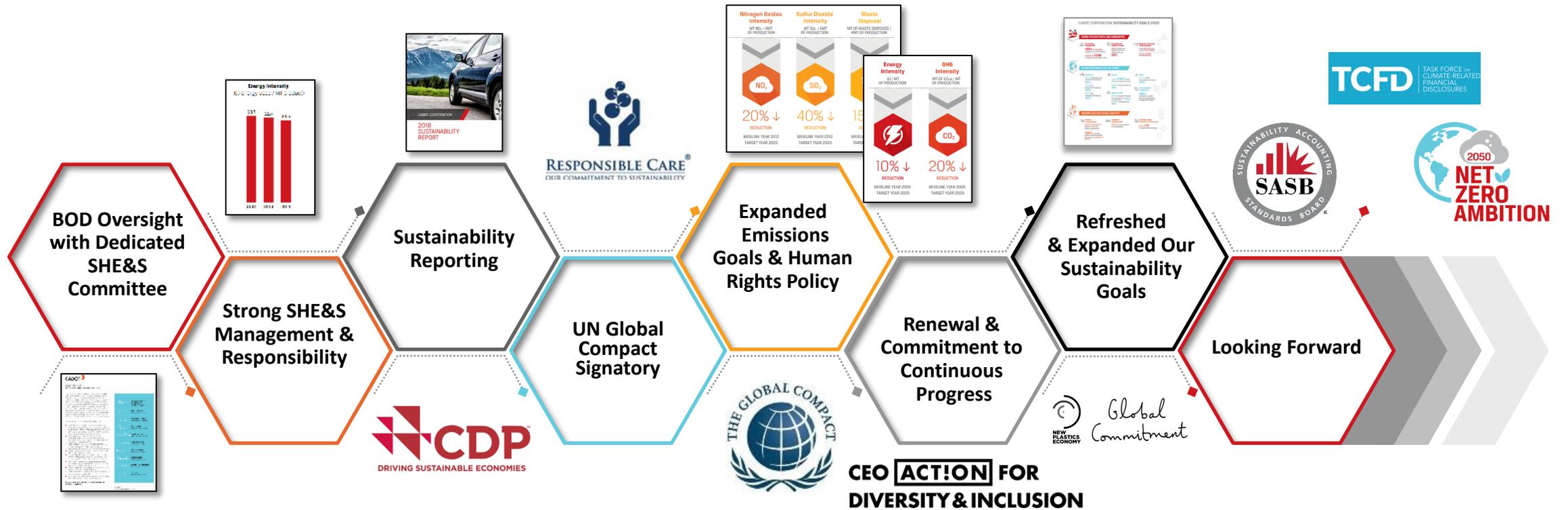
Demonstrating leadership in our industries with the technology, expertise and resources to innovate for the future

4

## **Leading in ESG**

Long-standing culture of sustainability; continue to provide visibility and transparency

# Our Sustainability Evolution



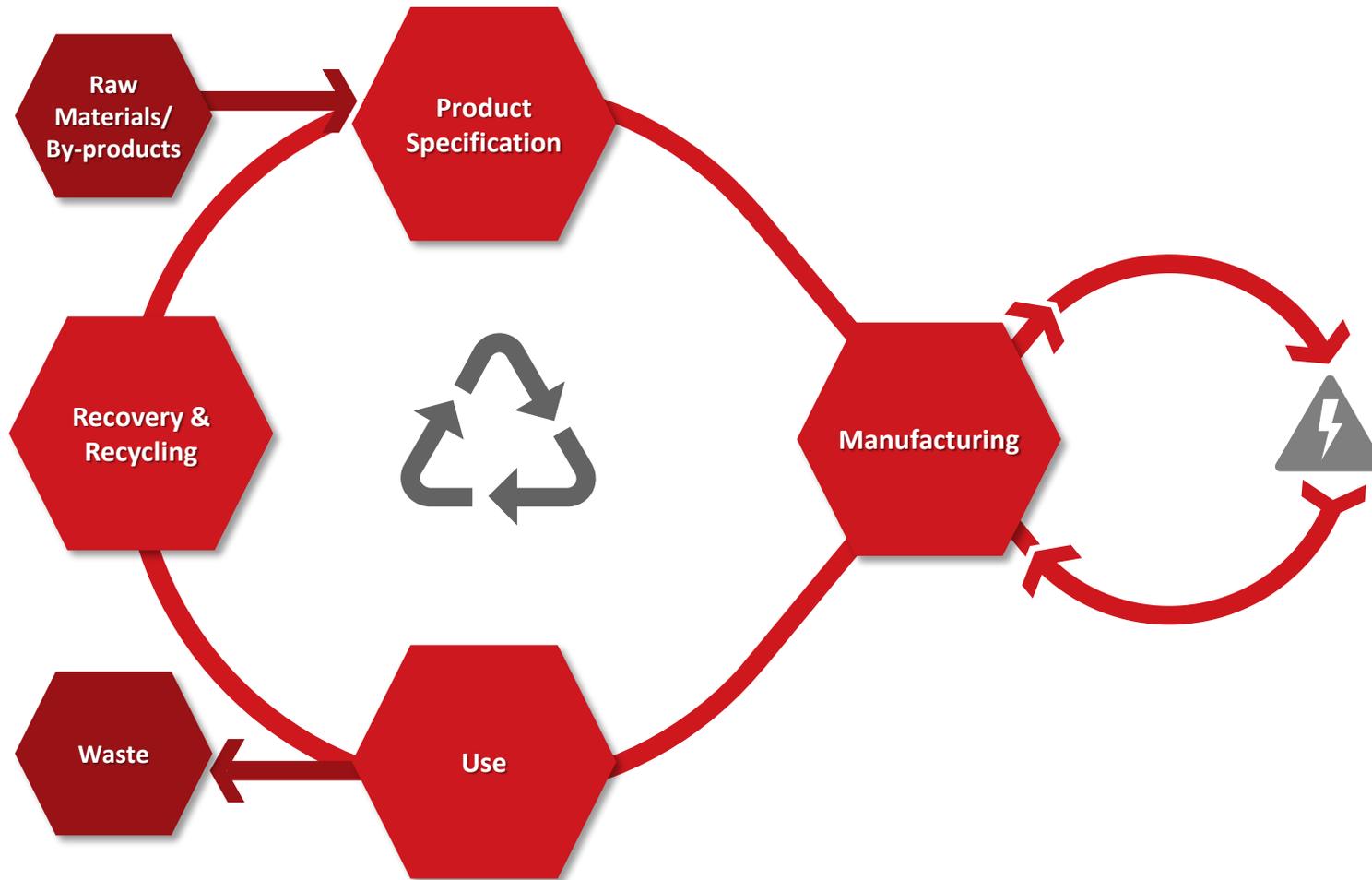
**Sustainability is Integrated into Every Facet of Our Business and Yielding Results**

# Our Innovative Chemistry Enables Sustainable Solutions



**Our Broad Portfolio Enables a Lower Carbon Future**

# Circularity is Embedded in Our Operating Practices



- Feedstock of our carbon black and fumed silica product lines are a by-product of another production process
- Energy centers convert waste heat into useful energy at a rate of 157% of energy purchased; on path to achieve 200%
- Innovating to increase use of recycled content

**Circularity Results in Broad Sustainability Benefits**

# Making Progress with Broad Sustainability Focus



**Caring** for our people  
and communities



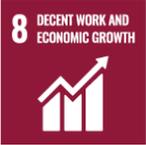
**Building** a better  
future together



**Acting** responsibly  
for the planet

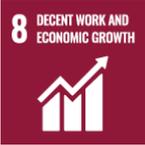


# Caring for Our People and Communities

Objectives	2025 Targets	Progress	United Nations Sustainable Development Goals
<b>Occupational Health &amp; Safety</b>	<ul style="list-style-type: none"> <li>◆ Reduce injuries and significant process safety events by 50%</li> </ul>	<ul style="list-style-type: none"> <li>◆ Achieved 75% and 65% of our personal safety goals</li> <li>◆ Launched new management of change software system to enhance ability to evaluate and mitigate safety risks</li> </ul>	 
<b>Retention, Diversity &amp; Development</b>	<ul style="list-style-type: none"> <li>◆ Foster inclusion and support development</li> <li>◆ Increase diverse representation</li> </ul>	<ul style="list-style-type: none"> <li>◆ An inaugural sponsor of the Future of STEM Scholars Initiative (FOSSI)</li> <li>◆ Formed new employee resource groups, including the Black Employees and Allies United (BEAU), Pride @ Cabot and a Veterans ERG</li> <li>◆ 99% of leaders completed unconscious bias training</li> </ul>	  
<b>Community Engagement</b>	<ul style="list-style-type: none"> <li>◆ 100% of our locations engaged with our communities</li> <li>◆ Invest \$10M to help our communities thrive</li> </ul>	<ul style="list-style-type: none"> <li>◆ Engaged 83% of our sites in volunteering, site-level or Cabot Foundation donations</li> <li>◆ Supported essential workers and COVID-19 relief efforts</li> <li>◆ Contributed over \$4M in support our communities over the last three years</li> </ul>	 



# Building a Better Future Together

Objectives	2025 Targets	Progress	United Nations Sustainable Development Goals
<b>Economic Value Generated and Distributed</b>	<ul style="list-style-type: none"> <li>◆ Invest \$1B in capital and technology</li> </ul>	<ul style="list-style-type: none"> <li>◆ Achieved 69% of our goal</li> <li>◆ Completed strategic investments in our operating facilities and portfolio</li> </ul>	 
<b>Product Sustainability</b>	<ul style="list-style-type: none"> <li>◆ Assess sustainability impacts of our top product applications</li> <li>◆ 100% of our new products and processes will have a sustainability benefit</li> </ul>	<ul style="list-style-type: none"> <li>◆ Completed comprehensive life cycle analysis (LCA) of carbon black</li> <li>◆ Several priority LCAs underway</li> <li>◆ 100% of new products were assessed for sustainability in 2021</li> <li>◆ 72% of active projects in 2021 had a sustainability benefit</li> </ul>	     
<b>Supplier Sustainability</b>	<ul style="list-style-type: none"> <li>◆ Engage our key suppliers on sustainability</li> </ul>	<ul style="list-style-type: none"> <li>◆ 23% of critical suppliers assess for sustainability impacts</li> <li>◆ Participated in a cross-sector partnership to successfully demonstrate net-zero trucking capability</li> </ul>	  



# Acting Responsibly for the Planet

Objectives	2025 Targets	Progress	United Nations Sustainable Development Goals
<b>Environmental Compliance</b>	<ul style="list-style-type: none"> <li>◆ 100% of facilities certified with an environmental management system</li> </ul>	<ul style="list-style-type: none"> <li>◆ 78% of our locations have achieved external certification</li> </ul>	
<b>Emissions</b>	<ul style="list-style-type: none"> <li>◆ Reduce GHG intensity by 20%</li> <li>◆ Reduce NO<sub>x</sub> emissions intensity by 50%</li> <li>◆ Reduce SO<sub>2</sub> emissions intensity by 40%</li> </ul>	<ul style="list-style-type: none"> <li>◆ Achieved 91% of our GHG intensity goal</li> <li>◆ Achieved 91% of our NO<sub>x</sub> and 42% SO<sub>2</sub> intensity reduction goals</li> </ul>	
<b>Energy</b>	<ul style="list-style-type: none"> <li>◆ Export 200% of energy imported</li> <li>◆ Reduce energy intensity by 10%</li> </ul>	<ul style="list-style-type: none"> <li>◆ Exported 157% of amount of energy imported on path to achieve 200%</li> <li>◆ Achieved 80% of our energy intensity reduction goal</li> </ul>	
<b>Waste &amp; Spills</b>	<ul style="list-style-type: none"> <li>◆ Reduce waste disposal from operations by 20% and ultimately eliminate manufacturing waste</li> </ul>	<ul style="list-style-type: none"> <li>◆ Reduced waste generation by 45% from 2020 levels</li> <li>◆ Increasing beneficial reuse of manufacturing waste streams</li> </ul>	
<b>Water</b>	<ul style="list-style-type: none"> <li>◆ Reduce water withdrawal intensity by 20%</li> </ul>	<ul style="list-style-type: none"> <li>◆ Achieved 31% of water withdrawal intensity reduction goal</li> <li>◆ 11 out of 12 sites in water scarce regions demonstrated performance better than our water reduction target</li> </ul>	

# A Leader in ESG Transparency

A strong culture of leadership in sustainability enables us to differentiate ourselves

Committed to Transparency		Awards and Recognition	
	<p>Disclosures on energy, GHG emissions and water to CDP (formerly Carbon Disclosure Project) published annually since 2010</p>		<p>Achieved Platinum rating for sustainability from EcoVadis in 2023 for third consecutive year, placing Cabot in the top 1% of all companies evaluated</p>
	<p>Have issued sustainability reports in accordance with GRI Standards since 2010</p>		<p>Named one of America's Most Responsible Companies 2023 by <i>Newsweek</i> magazine; This is the fourth consecutive year of recognition for Cabot</p>
	<p>Included Sustainability Accounting Standards Board (SASB) framework beginning in 2019</p>		<p>Recognized as one of <i>Investor's Business Daily's</i> 100 Best ESG Companies of 2022 for second consecutive year</p>
	<p>Advanced our climate-related disclosures with TCFD climate scenario risks and opportunities matrix</p>		<p>E2C™ solutions named to <i>European Rubber Journal's</i> "Top 10 Elastomers for Sustainability" List in 2020 and 2022</p>
	<p>Proud signatory to UN Global Compact since 2015</p>		

# Our Net Zero Ambition

We support the objectives established by the Paris Climate Agreement and will set ambitious goals to enable us to achieve net zero carbon emissions by 2050



**We Expect to Achieve Net-Zero in 2050 through Collaboration, Innovation and Public Policy**

# ESG | Key Takeaways

1

Enabling a lower carbon future by delivering products that address sustainability challenges

2

Making progress on our 2025 Sustainability goals and working to achieve our net zero ambition by 2050

3

Driving circularity and resource conservation across our operations

4

Leading our industry through transparency and a vision for the future through innovation, collaboration and leadership

